



# CHANGES FOR JUSTICE PROJECT SIXTH QUARTER ACTIVITY SUMMARY PROGRESS REPORT

OCTOBER TO DECEMBER 2011

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**Contract No. Contract No. DFD-I-00-08-00070-00  
A Task Order under the ENGAGE IQC**

The author's views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development or the United States Government.



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## EXECUTIVE SUMMARY

The Changes for Justice (C4J) Project is funded by the US Agency for International Development (USAID) under Contract No. DFD-I-00-08-00070-00, a Task Order under the ENGAGE IQC, which was awarded to Chemonics International on May 21, 2010. The C4J contract continues through May 2014. The project is focused on sustaining and deepening reforms in the Indonesian justice sector to produce a less corrupt, more accountable, and more efficient justice system. This goal will be achieved through a more efficient, credible, and transparent Supreme Court (Component 1) and Attorney General's Office (Component 2), including increasing the competence and integrity of judges, prosecutors, and staff. Integral to meeting these goals, Component 3 is designed to meet special initiatives to further strengthen the reform process in the Indonesian justice sector.

### Component 1.

In agreement with the Supreme Court, the C4J human resources specialist will begin working at the Supreme Court in the Judicial Reform Team Office four days per week in 2012. C4J has initiated a competitive procurement process for a local subcontractor to implement the development of competency profiles in cooperation with the Supreme Court. This includes development of core competencies, technical competencies, and behavioral competencies for case management-related positions in the general district and high courts. Work will begin in January 2012, following final award of the subcontract.

On October 3-9, in partnership with the Ministry of Finance, we supported the Supreme Court's specialized training programs on budget-based strategic planning for court staff across the archipelago.

Regarding case management, in cooperation with the Supreme Court and a local subcontractor, we are nearing completion of the findings of the Court Automation Readiness Survey. More than 90% of all Indonesian courts responded to the survey. Preliminary survey results indicate that most courts are ready for a shift towards automation, but most appear to have limited means to support fully automated IT systems. For those courts that appear to be ready, verification visits will be required before drawing any final conclusions. On October 18, we received a letter from *Badilum* determining that the case tracking system (CTS) application developed by C4J should serve as the foundation of a case information management system to be applied all over Indonesia. A Case Information Management Summit (CIMS) will be held in March 2012 to sharpen the requirements for enhancement of the CTS software and to provide input on planned business process reengineering of case management. Enhancements to the CTS are under development and plans are underway to begin rolling out the CTS to additional district courts in 2012, based on visits to eight district courts this quarter. Discussions have also begun on integrating SMS case reporting technology into the CTS.

Education and training activities were very successful this quarter. The pilot CJE II training on quality of judgments, was conducted on October 18-20 at the Supreme Court Training Center (*Pusdiklat*) in Ciawi. The third CJE II course on judicial ethics is under development. All three CJE II courses will be implemented in the three

locations beginning next quarter. The Master's Degree Program on Judicial Practice, in cooperation with the Supreme Court and University of Indonesia (UI) Faculty of Law, for 20 students/judges is progressing successfully. One fellowship program student, Judge Ramon Wahyudi, has been selected by the International Visitor Leadership Program (IVLP) to participate in a law enforcement program in the US. Development of blueprint/roadmap for e-learning began this quarter.

Among communications activities, development of a new public information desk and implementation of improved public information services is underway in the Denpasar District Court. The first draft of a book on journalist guidelines, which provides information on the courts and the legal system in Indonesia, was completed this quarter and has been submitted to *Humas* for review. In December, we completed a six-minute film documentary highlighting the reform in public information services in the district courts, focusing on the Palembang District Court.

In response to the new legal aid law, we worked with the Supreme Court, *Bappenas*, NGOs, other donors, and the Ministry of Law and Human Rights to get endorsement of the continuation of legal aid services in 2012 through Supreme Court funds. The Supreme Court has agreed to continue to disburse the budget for legal aid in 2012, and has informed all courts to ensure compliance with SEMA 10 of 2010. In addition, we successfully encouraged *Badilum* to open the *Badilum* SMS gateway to the public. The website data became available to the public on December 28.

## **Component 2.**

We have been experiencing notable success with reforms within the Attorney General's Office relating to human resources, the AGO Training Center (*Badiklat*), and improving public access to information. On November 15-25, C4J subcontractor PPM Manajemen supported the AGO in conducting individual assessments for 96 Echelon III positions in AGO headquarters. From November 28 to December 9, the AGO used its own state budget funds to conduct individual assessments for 656 additional Echelon III officials from prosecutors offices throughout Indonesia. Both, the individual assessments supported by C4J and the AGO's state budget utilized the competency model developed by C4J and another subcontractor, Hay Group.

The head of *Badiklat* has asked C4J to help develop and lead a new, initial training for candidate prosecutor reform. On December 15, C4J was invited to a meeting with leaders from *Badiklat* and AGO's Human Resources Bureau to discuss a new approach to the training

Regarding communication activities, following the success of public information training programs for information and documentation officials (PPID) in provincial prosecutors' offices (PPOs) and district prosecutors' offices (DPOs) in three provinces, AGO requested assistance with PPID trainings in two more regions. On October 2011, C4J has finished these additional trainings in Ambon and Kupang in cooperation with the AGO's *Puspenkum*.

These success of activities this quarter has been an favorable indication of the AGO's increased acceptance and trust of C4J activities and results.

## INTRODUCTION

This sixth Quarterly Report summarizes overall activity progress of the Changes for Justice (C4J) Project during the period of October through December 2011. During the quarter significant progress was made, in parallel with an intensive Year 2 work planning process with the Government of Indonesia (GOI).

C4J had submitted a draft Year 2 Work Plan (October 2011 – September 2012) to USAID on September 15, 2011. Ongoing consultations with GOI counterparts, and revisions to the draft, resulted in a letter from the Supreme Court accepting, in principle, the Year 2 Work Plan on November 14. Formal approval from the Supreme Court, the Attorney General's Office (AGO), and Bappenas was planned for a joint session in early January 2012. Nonetheless, previously planned activities with the Supreme Court and the AGO continued this quarter. The final work plan will be submitted to USAID following the formal approval meeting with counterparts. Thereafter, a revision to the C4J Performance Monitoring Plan (PMP) will be submitted to USAID in mid January 2012.

The Year 2 Work Plan includes a modest revision to the C4J results framework, including redefined Key Results Areas (KRAs), which are more clearly linked to specific activity areas and can be readily linked to reform requirements and plans of GOI counterparts. These results areas and corresponding activities are, in turn, linked to the required and newly tailored activity level indicators detailed in the forthcoming revision to C4J PMP. This report is organized along the lines of the new KRAs. C4J plans to submit a proposed modification to Section C of the C4J contract to reflect the revised KRAs and C4J project indicators, along with a proposed budget realignment to incorporate these changes, to USAID in January 2012.

## COMPONENT 1: SUSTAINING AND BROADENING REFORMS IN THE SUPREME COURT

C4J sent a detailed reply to the Supreme Court on October 4, 2011, in response to the Supreme Court's written evaluation of Year 1 progress, dated August 19, 2011. The reply updated the Supreme Court on progress to date, as the evaluation was based on a report of activities through the first six months of Year 1. This reply contributed to acceptance of the Year 2 Work Plan.

### **KRA 1.1 Enhanced Management, Transparency, and Accountability of the Supreme Court**

**Sub-KRA 1.1.1 Human Resources:** *Human resources more strategically placed in the Supreme Court's management.*

A competitive Request for Proposals (RFP) for a local subcontractor to implement the development of competency profiles was issued on November 15 to organizations that have experience in human resources management, particularly in developing competency profiles and having experience working on bureaucratic reform issues. An evaluation of the four bidding companies was completed and negotiations begun

with the top-ranked firm by the end of the quarter. The work will start in January 2012, once the subcontract with the winning firm is finalized by C4J.

The scope of work covers identifying and establishing core competencies, technical competencies, and behavioral competencies specifically for case management-related positions in the general courts, both in high and district courts. These positions are: Chief Judge, Deputy Chief Judge, Judge, Registrar/Secretary, Acting Registrar, Deputy Registrar, Deputy Secretary, and Bailiff.

The courts to be selected for the development of competency profiles are expected to include Jakarta, Surabaya, Makassar, Medan, Maluku, Bengkulu, Gorontalo and Mataram. The samples for the competency profile development will include high court classes A and B, and district court classes IA, IB, and II. The selection of courts for sampling is designed to provide a broad base of information to adequately define competency for those profiles positions. In total, there will be up to 10 high courts and 20 district courts selected for this work.

C4J and the Judicial Reform Team Office (JRTO) at the Supreme Court agreed that the C4J human resources specialist will begin working at the JRTO four days a week in 2012. Further details on the scope of work of this assignment remained under discussion at the end of the quarter.

**Sub-KRA 1.1.2 Budget and Finance:** *Enhanced quality and efficiency of the Supreme Court administration and finance staff*

Budgeting transparency and financial management quality are fundamental for securing citizens' trust in their public institutions. The Government of Indonesia has set requirements to improve the development and management of annual budgets. These requirements demand that the public institutions establish unified and performance-based budgeting, and a medium-term expenditure framework.

From October 3-9, in partnership with the Ministry of Finance, C4J supported the Supreme Court's specialized training programs on budget-based strategic planning for court staff across the archipelago. Training participants were high court representatives responsible for reviewing the budget formulations from their respective lower district courts. In total, Ministry of Finance and Supreme Court trainers taught 88 male and 46 female participants.



Mr. Nursani from the Supreme Court, one of the trainers who led the budget training, shares his knowledge among the participants. The budget workshop is an indication of the Indonesian Supreme Court's commitment to increasing public trust.

Drs. H. Hariri YS, SH, MH, MM, Head of the Supreme Court Planning Bureau, stated that the training helped equip the courts for the Supreme Court's plan to merge the functions of planning and financial management into one department. Ms. Dorkas Tabitha, from the Jayapura High Court, in Papua, said *"This training provided me with new knowledge and skills for preparing budgets based on the Supreme Court's strategic plan."*

**Sub-KRA 1.1.3 Case Management:** *Strengthened court capacity to use case management systems (CMS)*

In anticipation of enhancing the CTS software to improve the case management process, we designed a Court Automation Readiness Survey (CARS). The survey was distributed through the Supreme Court's national annual meeting (*Rakernas*) website and collected during the *Rakernas* event in September 2011, as well as through direct follow-up requests early this quarter. Of 808 Indonesian courts, 734 responded. The response rate from the courts is described in Table 1 below:

**Table 1: Court Automation Readiness Survey Response Rates**

No	Type of Courts	TARGET		COLLECTED		NOT COLLECTED	
		Total	% of all courts	Total	%	Total	%
1	High Court	30	3.71%	28	93.33%	2	6.67%
2	District Court	352	43.56%	303	86.08%	49	13.92%
3	Religious High Court	29	3.59%	29	100.00%	0	0.00%
4	Religious Court	344	42.57%	325	94.48%	19	5.52%
5	State Admin High Court	4	0.50%	4	100.00%	0	0.00%
6	State Admin Court	26	3.22%	26	100.00%	0	0.00%
7	Military High Court	4	0.50%	3	75.00%	1	25.00%
8	Military Court	19	2.35%	16	84.21%	3	15.79%
<b>TOTAL</b>		<b>808</b>	<b>100%</b>	<b>734</b>	<b>90.84%</b>	<b>74</b>	<b>9.16%</b>

In general, most courts are ready for a shift towards automation, given the introduction of IT solutions over the past decade. However, there are some important caveats. The primary structural obstacles would be sufficient electricity and government funding. Among the 734 courts that replied, only 40 have electricity capacity above 5,500 watts, while the ideal requirement for full-scale CTS implementation (i.e., servers, computers, air conditioners) would be 60,000–82,000 watts. Only 43 courts indicated that the state budget is sufficient to develop and maintain IT supporting systems.

One key issue is with current technical and procedural practices. That is, most courts will need support to change their manual and archive processes so automation (i.e., accurate and timely data input, and management of that data) can be effective. The existing manual data process must be strong in any court attempting to automate; otherwise electronic data input and management will not necessarily provide solutions

to case management issues. We continue to review the CARS data and initial analyses provided through consultants. C4J expects to be able to provide a relative ranking through weighted scores; however verification of results should be done on a court-by-court basis before drawing final conclusions about the readiness of courts.

A major breakthrough occurred in October when the case tracking system (CTS) software developed by C4J was selected by the Supreme Court to serve as the foundation of a case information management system that will be applied all over Indonesia (see Sub-KRA 1.1.4 on Information Technology).

A case information management summit (CIMS), previously planned for December 2011, was shifted to March 2012, to accommodate Supreme Court and C4J implementation needs. The summit will serve as a forum for the presentation and analysis of international best practices in case information management systems for Supreme Court decision-makers; sharpen the requirements for enhancement of the CTS software; and provide important information for the planned business process reengineering (BPR) work on case management to follow.

#### **Sub-KRA 1.1.4 Information Technology: *Improved IT capacity at the District Courts***

On October 18, 2011 *Badilum* released Decree Letter No. 788/DJU/HM.023/X/2011, on the Result of the IT Monitoring and Evaluation Visit to Kepanjen District Court (*Perihal: Keputusan Hasil Evaluasi Pengembangan TI di PN Kepanjen*). The letter explains that, based on site visits and discussions between C4J and the Supreme Court, the C4J-supported CTS will be the basis for developing an enhanced case management software. The enhancements include accommodation of all type of cases, templates, and other Supreme Court Book II requirements. The Supreme Court expects C4J to develop this software within one year. Upon receiving this letter, C4J immediately began development of a scope of work for the CTS enhancement. A competitive bid for a local subcontractor to develop the software will be released early in the next quarter.

During November-December 2011, guided by Supreme Court leadership and *Badilum* representatives, C4J conducted CTS training preparation visits to the Semarang, Medan, and Makassar District Courts. Based on direct observations, Semarang and Makassar are ready to install, receive training, and utilize the first version of CTS. A decision on whether Medan is prepared accept assistance from C4J will be made early in the next quarter. C4J has prepared a scope of work for, and began negotiations with, local subcontractor Taramitra for installation of the CTS software and training on software use in these courts.

Along with officials from the Supreme Court and *Badilum*, we visited the Ungaran, Surakarta, and East Jakarta District Courts to assess their readiness. We also visited the Denpasar District Court to follow up on the Supreme Court's earlier request to provide an information desk (see Sub-KRA 1.3 below). Pending further discussions, these courts may receive CTS installation and training in 2012. Based on our initial observations, the Surakarta and Denpasar courts are best prepared to use the CTS. The Surakarta court has, at its own initiative, installed the CTS. Unggaran requires infrastructure improvements, while East Jakarta requires a more detailed assessment

since it is still undergoing installation of cabling and a physical move to its new building.



Case files moving to a new building at the East Jakarta District Court, December 2012. C4J's case management and court automation initiatives seek to launch long-term solutions for age-old problems.

We also continue to provide support to Bandung, Samarinda, Surabaya, and Palembang District Courts. In October-November 2011, we conducted a CTS monitoring and evaluation visit to each court. Consultant Stewart Fenwick, who has been engaged to develop the case management curriculum (see Sub-KRA 1.2.1 below), visited the Palembang District Court. Consultant Markus Zimmer visited the Surabaya and Samarinda District Courts with the Deputy Chief Justice for Civil Cases and head of the working group on case management for the Supreme Court and *Badilum*. The involvement of Mr. Fenwick and Dr. Zimmer helped strengthen the connection between case management and the continuing judicial education program, and provide context for future enhancement of the CTS.

Overall, the implementation of CTS at Bandung, Samarinda, Surabaya, and Palembang District Courts still need ongoing technical assistance, refreshment training, as well as a system for training new and/or transferred staff. The Palembang District Court, to date, has been the most successful in implementing the CTS and improved information services. We expect that these four courts will be among the first courts to use an enhanced version of the CTS later in 2012.

C4J local subcontractor MBK remains responsible for a 12-month warranty period, until February 2012, for all equipment provided to the three district courts in Bandung, Samarinda, and Palembang. Local subcontractor Taramitra is responsible for ongoing support and maintenance of the CTS software application through February 2012, at the Palembang, Samarinda, Surabaya and Bandung District Courts.

As of December 31, more than 13,600 cases were entered into the CTS of the district courts in Palembang, Samarinda, Surabaya and Bandung, compared to 10,500 cases at the end of last quarter. The case information can be viewed at the courts' websites:

- Bandung District Court: <http://cts.pn-bandung.go.id>
- Palembang District Court: <http://cts.pn-palembang.net>
- Samarinda District Court: <http://cts.pn-samarinda.net>

- Surabaya District Court: <http://cts.pn-surabayakota.go.id>

The procurement and preparation of peripheral equipment (microphones, routers, cables, and racks) for the digital audio recording (DAR) units to be installed at the Palembang, Samarinda, and Bandung District Courts was completed. We also finished negotiations with a training provider, International Court Services (based in Hong Kong), to deliver a training of trainers (TOT) at Palembang in January 2012 on the use and maintenance of this state-of-the art equipment. C4J staff developed a training manual and standard operating procedures (SOPs) so court staff will be able to troubleshoot issues that arise from normal operations themselves.

We engaged in discussions on integrating nascent SMS case reporting requirements into the CTS. This work is expected to begin next quarter with reporting on legal aid (see Sub-KRA 1.3.3 below).

## **KRA 1.2 Improved Capacity, Integrity, and Technical Legal Competence of Judges and Court Staff**

### **Sub-KRA 1.2.1 Continuing Judicial Education (CJE): *CJE II program developed***

The pilot CJE II training on quality of judgments, was conducted on October 18-20 at the Supreme Court Training Center (*Pusdiklat*) in Ciawi. The participants were judges from throughout Indonesia, including Papua, Kupang, and Ambon, and were selected through extensive discussions with *Pusdiklat* and the JRTO. The selection represented a change from the original plan to utilize the same judges in all three pilot CJE courses, and proved quite useful for identifying future trainers among many provinces. Thirty-two participants, ten of whom were women, joined the training. The training successfully introduced guidance on how to write concise judgments, analyze facts and law, and efficiently process panel-produced judgments to obtain more clarity and consistency in judgments.

The course materials on caseload management and quality of judgments were sharpened by incorporating the results from the pilot trainings. These are now ready for roll-out in training programs in three locations in 2012. Following training of trainers (TOT) programs and roll-out next quarter, further adjustments will be made.

The third CJE II course, on Judicial Ethics, remained under development this quarter, and the corresponding pilot training was postponed from December 2011 to February 2012. The course will use the curricula and instructional materials developed through the MCC-funded and USAID-implemented Indonesia Control of Corruption Project as a departure point.

Professor James Moliterno delivers an interactive session during the Pilot Training of the course on Quality of Judgments for the Continuing Judicial Education (CJE) II program, in October 2011. The carefully selected participants, six of whom will become trainers in this course, noted the adult learning techniques used made it the most engaging training session they have ever joined.



The sequencing of CJE II course implementation was finalized. Each of the three CJE II courses will begin with a two-day TOT, followed by an immediate three-day training. The first location for all three courses will be Makassar, to be completed by the end of March 2012. These will be followed by the series of three courses again in Padang, and then in Ciawi in 2012. Approximately 30 judges will be trained for each course in each location.

Among participants from two pilot trainings already conducted, we have worked closely with *Pusdiklat* to select 12 “champion” trainers to become future trainers. They will attend the TOT for their respective courses and deliver training during course roll-outs in 2012. Another six trainers will be chosen from the judicial ethics course.

These future trainers were selected to ensure gender and geographical representation on top of baseline criteria of strong performance in the pilot trainings, judicial track records, knowledge, skills, positive attitudes, and moral authority. In short, these champions are expected to be model judge/trainers.

Based on the 2010 Training Needs Assessment, training management – including scheduling and a fair system for selection of participants – is the biggest challenge for *Pusdiklat*. In developing the three courses for CJE II, we have undertaken a very careful, systematic, and thorough effort to develop criteria and goals. The selection process that C4J applies has been accommodated by *Pusdiklat*. To help improve its training management, C4J will seek to help apply the principles more widely in *Pusdiklat*’s day-to-day management.

A focused program for accrediting court staff will begin in either Year 2 or Year 3. It will begin in Year 2 with certification for those judges who successfully complete the three core CJE II courses, and will continue in Year 3 with agreement on more advanced training programs and certifications on specific areas of law.

**Sub-KRA 1.2.2 Fellowship Program:** *Mid-level judges, i.e. 6 to 15 years of experience, are of comparable quality*

The Master's Degree Program in Judicial Practice with the University of Indonesia (UI) Faculty of Law continues to progress successfully. The results of the students' first semester examinations, held on December 19-30, will be revealed by mid-January 2012.



Students of the Master's Degree Program in Judicial Practice in discussion during a guest lecture by Professor Judge Evelyn Lance, C4J Consultant on Quality of Judgments.

We continually monitor the learning activities to ensure that the fellowship program is following the expected plan, and we periodically procure textbooks and other reading materials as the curricula is implemented. To enhance the program, we provided guest lecturers during the first semester. The first guest lecturer was Professor James Moliterno, C4J consultant on the quality of judgments and judicial ethics curricula. Professor Moliterno delivered a lecture on the topic of impartiality and independence in judicial decision-making. The second guest lecturer was Judge Evelyn Lance, C4J consultant on quality of judgments, and a former state court judge in Hawaii. In her presentation she explained how to write good judgments. Both guest lecturers were well received by the judges/students.

**Additional Note:** Judge Ramon Wahyudi, one of the Master's Degree Program students, was recommended by C4J to the U.S. Embassy as a candidate for the International Visitor Leadership Program (IVLP). Judge Wahyudi, known for his integrity, legal knowledge, and leadership potential, was selected for participation in a law enforcement program, to be held in the U.S. in March-April 2012.

**Sub-KRA 1.2.3 Additional Courses:** *Improved judges legal quality*

Activities under this sub-KRA are scheduled to begin later in Year 2.

**Sub-KRA 1.2.4 Non-Judge Curriculum Development and Training:** *Non-judge court staff developed*

The Supreme Court asked us to develop a curriculum and training modules for acting registrars. To gain a better understanding of the programmatic needs, we initiated

preliminary discussions this quarter with the Supreme Courts' Deputy Chief Justice for Civil Affairs/Chairman of Working Group on Case Management; Junior Registrar for Civil Affairs of the Supreme Court; and participating judges of the Master's Degree Program.

In the next quarter, we will meet with the head of *Pusdiklat* and the JRTO to obtain further guidance on implementation of this activity. Activities under this sub-KRA are scheduled to begin later in Year 2.

#### **Sub-KRA 1.2.5 E-learning:** *Enhanced Supreme Court Pusdiklat methodology*

During Year 2 Work Plan development, both *Pusdiklat* and the JRTO requested that we develop a blueprint/roadmap for e-learning, which will be used by the Supreme Court to develop an e-learning program. We visited several institutions that have successful e-learning programs in Indonesia to gain a better understanding on how to develop, implement, and maintain an e-learning system for the Supreme Court. The institutions visited included: UNESCO; the Agency for Education and Training of the Ministry of Finance; and the National Resilience Institute (*Lembaga Ketahanan Nasional – Lemhanas*).

From these discussions we learned that:

- there must be a grand strategy from the top management on why e-learning is needed;
- there must be subject matter experts who will develop curricula and training modules, and who will be fully dedicated to update the materials in accordance with developing issues; and
- there must be sufficient IT infrastructure for e-learning to be efficient and effective.

Following visits to some additional institutions next quarter to collect additional experiences, we will develop a draft e-learning blueprint/roadmap. We will meet with *Pusdiklat* and JRTO to discuss a draft outline on how the Supreme Court would develop e-learning on a long-term basis.

### **KRA 1.3 Improved Court and Public Interaction**

#### **Sub-KRA 1.3.1 Public Information:** *Improved public service standards and transparency*

The C4J communications team continued to work with the Legal and Public Affairs Bureau of the Supreme Court (*Humas*) on a draft standard operating procedure (SOP) for public relations. The finalization of the SOP did not happen as scheduled because the head of *Humas*, Mr. Nurhadi, was promoted to become Secretary of the Supreme Court. While the promotion was announced earlier in 2011, the inauguration did not take place until December 22. This slowed many activities related to *Humas* and, as Mr. Nurhadi's replacement had yet to be announced by the end of this quarter, the *Humas* staff were hesitant to make programmatic decisions.

Use of the model public information desks installed in three district courts<sup>1</sup> will be evaluated in May or June 2012 through site visits approximately one year after C4J's Year 1 training for court information managers. Regular monitoring of those desks, including use of the case tracking system (CTS) developed by C4J, continues whenever C4J staff regularly revisit those courts.

In November we reviewed the Denpasar District Court's current public information space and information services, in response to the Supreme Court's request that we upgrade the public information desk, similar to the work done in the Bandung, Samarinda, and Bandung District Courts. Recommendations for Denpasar include:

- Replacing the existing receptionist desk, including a design to limit direct access to the registrar's office;
- Mounting an LCD screen for displaying important court case information;
- A new website kiosk with an attached display for essential court information;
- A modest gate to separate the main lobby area from the Deputy Chief Judge's office;
- Enhanced procedures for management of the court's public area; and
- Large bilingual information posters in Indonesian and English, including a floor plan, court fees, legal aid rights, fee-waiver provisions, and other pertinent court information.

English information is important in Denpasar given the high volume of foreigners who use the court. A full report on the recommendations for public information improvements in the Denpasar District Court will be submitted to the Supreme Court in January 2012.

While no training programs on public information compliance were held this quarter, the Supreme Court expressed interest in having more of these later in 2012. The Supreme Court has now completed a new public services charter with support from a local non-government organization (through funding from Australia AID). The charter has not been enacted yet, but it is expected to be approved during the first quarter of 2012. Once approved, we will revise the current public information compliance training program and conduct a TOT session.

### **Sub-KRA 1.3.2 Media Relations:** *Improved engagement between the media and public*

The first draft of a book on journalist guidelines, which provides information on the courts and the legal system in Indonesia, was completed this quarter. This book is an expansion of a publication developed in 2009, under the MCC-funded and USAID-managed Indonesia Control of Corruption Project (ICCP). Besides updating the original guidelines book, an additional chapter on court transparency has been added based on the Supreme Court's revised transparency decree, SK 1-144, issued in January 2011. This new chapter covers topics including: the principles of court transparency; how to make information requests to the courts; notes on public information that should be provided by the courts; and other transparency-related

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<sup>1</sup>The three district courts are in Bandung, Palembang and Samarinda.

subjects. This book will be distributed to journalists in conjunction with training for journalists planned for Year 2 (i.e., prior to September 2012). In anticipation of a new leader of *Humas* in the coming months, C4J is exploring whether *Humas* can take on responsibility for future journalist awareness sessions, as well as for updating and printing future editions of the guidelines.

The book was submitted to the *Humas* unit responsible for relations with non-governmental organizations and other associations (*Kepala Sub Bagian Hubungan Organisasi Kemasyarakatan dan Organisasi Profesi*) for review. This unit will provide comments and revisions next quarter.

In December, we completed a six-minute film documentary highlighting the reform in public information services in the district courts. The film, which will be used as a training tool for other courts, highlighted the specific case of Palembang District Court, one of four courts where the CTS and model public information desk were implemented. For the film, we interviewed key persons in the court, including the chief judge, secretary/registrar, public relations staff, IT and administration staff, and the information desk officers. The film is available for public viewing at:

<http://www.youtube.com/watch?v=GVnf5qsD7pA>

We shared this film with *Humas* in late December; *Humas* requested that we assist with editing a similar film focused on the Supreme Court. We will continue discussions on this activity during early 2012.

### **Sub-KRA 1.3.3 Access to Justice:** *Improved access for women, poor, and marginal communities to court services*

While preparing for the C4J-supported workshop held in September 2011 on the Supreme Court's Practice Direction on the Provision of Legal Aid (*Surat Edaran Mahkamah Agung (SEMA) tentang Pedoman Pemberian Bantuan Hukum*, or SEMA 10), a new legal aid law was enacted. This law portended significant impact on the viability of our plans for working with 39 district courts on implementation of SEMA 10 of 2010, as the law calls for all legal aid to be funded by the Ministry of Law and Human Rights (MLHR), as the implementing agency for legal aid, in 2012. We worked with the Supreme Court and *Bappenas* to facilitate a solution to this potential roadblock. Following a series of meetings with them, other donors, and the MLHR, the MLHR issued a letter endorsing continuation of legal aid services under the legal aid posts (*Pos Bantuan Hukum* or *Posbakum*) at the general and religious courts during the transitional period of the law's implementation, particularly during 2012, with Supreme Court funds. The letter implies that the courts shall be able to continue to provide services at least in the year ahead. The Supreme Court has distributed the letter to all 808 courts, thus facilitating continued adherence to SEMA 10 of 2010, and its implementing regulation, and the Supreme Court has agreed to continue to disburse the budget for legal aid in 2012.

This development, however, delayed until later in 2012 the legal aid workshops we had planned to follow-the meeting held in September. For these workshops, we began discussions with the World Bank's Justice for the Poor (J4P) program to leverage mutual interests and sharing of costs for access to justice activities.

We successfully encouraged *Badilum* to open the *Badilum* SMS gateway (short messaging service by cell phone or computer) to the public. The website became available on December 28. We also began to explore technical solutions for linking SMS-based data sharing with the CTS to further enhance court automation efforts.

## Component 1. Training, Workshops, and Events Participation Summary

Table 2 below provides a summary breakdown, by gender, and by judge and non-judge, of participation in C4J activities during this reporting period:

**Table 2: Quarter 6 Total Participation by Position Title and Gender (N=number)**

Training/Workshop/ Event Title	Judge				Non-Judge				Total	
	Male		Female		Male		Female			
	N	%	N	%	N	%	N	%	N	%
<b>Training:</b> Court Budget-Based Strategic Planning and Budgeting Process, Bogor, October 3-9, 2011	0	0%	0	0%	8	66%	4	34%	134	100%
<b>Training:</b> Continuing Judicial Education (CJE) II – Quality of Judgment, Ciawi, October 18-20, 2011	2	69%	1	31%	0	0%	0	0%	32	100%
<b>Total</b>	2	13%	1	6%	8	53%	4	28%	166	100%

## COMPONENT 2: SUSTAINING AND BROADENING REFORMS IN THE ATTORNEY GENERAL'S OFFICE

Throughout this quarter, we refined the draft Year 2 Work Plan through intensive discussions with the Head of the Planning Bureau, the assistance team and related work units to meet the AGO's conditions and needs. At the end of December 2011, we were invited to give a presentation on the Year 2 Work Plan to the Attorney General and the Head of the Planning Bureau. Subsequently, a joint meeting with the Attorney General's Office, Supreme Court, and *Bappenas* was scheduled for early January 2012.

### KRA 2.1 Enhanced Management, Transparency and Accountability of the AGO

#### Sub-KRA 2.1.1 Human Resources: *Improvement of Career Advancement Process*

The AGO Echelon II Competency Model – developed collaboratively with the AGO Planning Bureau, C4J, and local subcontractor Hay Group – was completed in November, and all subcontractor reports were finalized by the second week of December. The model is divided into three categories, with sixteen competencies, as follows:

- **Core Competencies:** Integrity; Achievement Orientation; Stakeholder Service Orientation; and Teamwork
- **Leadership Competencies:** Leadership; Team Development; Change Leadership; and Strategic Orientation
- **Functional Competencies:** Concern for Order and Quality; Analytical Thinking; Conceptual Thinking; Initiative; Information Seeking; Building Working Relationships; and Impact and Influence

The model recommends competencies for Echelon II positions to rank achievements in job performance. However, following discussions between C4J and the Head of Planning Bureau, the AGO agreed on a gradual implementation of the leveling system as a performance measurement tool because the model is new to the AGO. We agreed that it would not be fair for employees with no previous knowledge or experience being measured against the competency criteria to being assessed immediately under the new leveling system, which ranks performance. The recommendations for a new system of individual assessments and feedback to employees will probably be implemented within five years.

A slightly adjusted version of the Competency Model was used for conducting the individual competency assessments for the AGO headquarters' Echelon III personnel. Leveling was used, but only for AGO management's reference. Overall, this model has been adopted for future competency assessments in the AGO. This represents a significant step towards developing more merit-based selection and promotion procedures in the AGO.

**Leadership Forum:** Five sessions of the Leadership Forum (seminar series) called "Reform in Human Resources Bureaucracy" were conducted by C4J and the AGO this quarter. These seminars provide opportunities for discussion of leadership and human resources issues, and serve as a way for the AGO Personnel Bureau leaders to further strengthen the practical knowledge of their leadership team. Below is the list of the speakers and discussion topics:

- October 12: **C4J's human resources advisor**, on Modern Human Resources Function and Competencies
- October 26 : **Vice President of Human Resources Department of PT Pertamina (Persero)**, on The Role of Cultural Work in Achieving Organization Goals and Missions
- November 9: **The Head of the Assessment Center in Badan Kepegawaian Negara**, on The Role of Competency Assessment in Human Resources and Organization Development
- December 7: **The Head of Bureau of Human Resources Strategy of the Indonesia National Police (INP)**, on Reform in the INP Career Advancement System
- December 21: **The former Deputy Head of the Commission for the Eradication of Corruption** (who now works as Senior Operations Officer at the World Bank), on Organizational Development in Action.

After the seventh seminar, one of the participants commented: *"The presentation and discussion was very interesting, as the speaker was quite straightforward in pointing out the weaknesses of the AGO. It was well meaning for the improvement of our*

*organization. The speaker seemed to know a lot about actual problems that the AGO has in the field.”*

The remaining three seminars are scheduled through February 2012. Based on the success of this leadership forum series, we are planning a similar series for *Badiklat* (see Sub-KRA 2.2.1 below).

***SOPs for the Personnel Bureau:*** While we prepared to present the terms of reference for the C4J project to help develop SOPs, the AGO decided that this work should be completed by the working unit that had already begun the work. However, the AGO agreed that C4J should assist *Badiklat* (see below) in revising its business processes and SOPs.

**Sub-KRA 2.1.2 Career Advancement:** *Improved AGO’s career advancement process*

***Echelon III Individual Assessments:*** The competency assessment for AGO headquarter’s Echelon III positions took place at the offices of local subcontractor PPM Manajemen, in Jakarta on November 15-25. A total of 91 employees in 91 positions were assessed (employees for an additional ten positions were not assessed due to vacancies, pending retirement, or Haj pilgrimage). From the sixteen competencies identified in the Echelon II model described under Sub-KRA 2.1.1 above, C4J, PPM and the AGO agreed on twelve competencies, using Level 3 (each competency has four levels), as an expected baseline for all competencies in the assessment.

From the twelve competencies, C4J, PPM and the AGO selected five competencies for Echelon III to be included as a “Primary Competency Group” (the five competencies being Integrity, Leadership, Teamwork, Strategic Orientation and Concern for Order and Quality). It was agreed that, to be considered suitable for a position at Echelon III, none of an employee’s results from the Primary Competency Group could be lower than Level 3, with a minimum passing score of 80 percent.



The AGO Headquarter’s Echelon III participants during the Competency Assessment, conducted by PPM Manajemen in Jakarta on November 15-25.

On December 20, C4J and PPM submitted the complete results of the assessments directly to the Attorney General, Basrief Arief and the Head of the Planning Bureau, Feri Wibisono. Due to the confidential nature of the results, we received and kept its copies in sealed boxes solely as evidence of the work performed. The Attorney General expressed his gratitude for our assistance and his expectation that the competency assessment results would be put in use for future developments within the AGO.

**Sub-KRA 2.1.3 Prosecutorial Capacity:** *Improved prosecutorial management, decision-making, and ethics*

**Code of Conduct:** Following discussions on a draft Code of Conduct for Prosecutors during Year 1, the Head of the Technical Team and members of the technical team were transferred to provincial and district prosecutors' offices. Although no activities occurred in this area during this quarter, we continued informal discussions on whether to continue working on the Code of Conduct in Year 2, or to delay this work until Year 3 or 4. A decision is expected early in 2012. However, *Badiklat* has expressed the need for our support in developing a Code of Conduct training curricula for prosecutors. At the end of the quarter, we remained in intensive discussion with the head of *Badiklat* to develop the terms of reference for this activity.

**IT Case Management:** Our assessment of the AGO case information system (SIMKARI) has yet to be presented formally to the Attorney General, and we continue to recommend that no project funds be invested in IT hardware. The primary needs of the AGO in relation to IT are developing policies regulating case management information and litigation support tools for prosecutors, technical assistance to support case management, and reconsideration of human resources policies that rotate career prosecutors into high-level IT leadership positions within the AGO. This assistance should begin with high-level policy discussions on IT and case management, which C4J has agreed to facilitate.

During this quarter, the AGO expressed interest in C4J providing assistance on a simple "pilot" case tracking software application within the AGO specifically for corruption cases. Such an application would be expected to help the leadership of the AGO to assess options for future development of IT solutions.

Based on that request, we carefully explained to the AGO that C4J is not yet prepared to make any significant investments in software or to fund any procurement of hardware. We offered to assist the AGO in creating a special working group within the AGO to address higher-level policy issues to improve the management of cases. Discussions on these issues will continue next quarter.

**KRA 2.2 Improved Staff Technical Competence and Accountability**

**Sub-KRA 2.2.1 AGO Training Agency (*Badiklat*):** *AGO training agency developed*

A draft organizational needs assessment was submitted to the head of *Badiklat* during the first week of December. To be finalized, the assessment requires: 1) a series of interviews with the AGO leaders, civil society and academics, which is scheduled for the first quarter of 2012; and 2) an analysis of an alumni survey of the *Badiklat*

training recipients. Monitoring and evaluation of the alumni is an annual routine for *Badiklat*. Seeing this opportunity, we offered to assist in reviewing the surveys to strengthen the organizational needs assessment. In 2011 *Badiklat* conducted the survey in fifteen regions throughout Indonesia. *Badiklat* will submit the survey to C4J for analysis in the first quarter of 2012.

*Badiklat* requested that we develop a concept for reform of the training program for candidate prosecutors. *Badiklat* has realized the crucial importance of the initial, candidate trainings for new prosecutors. Currently, the AGO has 1,400 prosecutor candidates who have not yet been trained, and who are currently working in administrative positions. The AGO is not accepting new candidates during this period of backlog of candidate prosecutors. We recommended three training concepts during a presentation to the head of *Badiklat* and head of the AGO Human Resources Bureau; these three concepts are under consideration for presentation to the Attorney General, who desires to resolve this situation as soon as possible.

### ***KRA 2.3 Strengthened Public Information Interface in the Prosecutors' Offices***

#### **Sub-KRA 2.3.1 Public Access: *Improved public access to the AGO***

Given its prior success with training programs on public information for information and documentation officials from provincial prosecutors' offices (PPOs) and district prosecutors' offices (DPOs), the AGO requested C4J's assistance to conduct two additional trainings: in Ambon to cover DPOs in the Maluku Province (on October 12-13) and in Kupang to cover DPOs in East Nusa Tenggara Province (on October 26-27).



Prosecutors from Moluccas province engage in role-playing exercises during a training on public information provision, held in October 2011.

The Kupang training was represented the closing of a nationwide series of trainings, several of which in other provinces were supported by Australia Aid). A total of 57 men and 5 women participated in the two trainings in Ambon and Kupang. The gender balance for this training was significantly impacted by the limited number of women serving in the targeted positions. Table 3 below provides participation details.

The AGO and C4J shared in the cost of all five training sessions. For the two trainings in Ambon and Kupang, we cooperated directly with *Puspenkum* staff. Staff of

*Puspenkum* provided PowerPoint presentations and reference materials, while the C4J communications team led the interactive sessions.

These training sessions focused on the Attorney General Decree No.32 /A/JA/08/2010 on Public Information Services within the prosecutors' offices (PERJA 032/2010), and Attorney General Instruction No. INS-001/A/JA/2011 (INSJA 001/2011), which regulates public information services and provides standard operating procedures for public information services in the prosecutors' offices respectively. Topics covered during the interactive training sessions included:

- The national legal framework on access to information.
- The AGO's internal regulations.
- Development of a list of accessible public information.
- Classification of information and methods to exempt classified information in public documents.
- Management of information inquiries.
- Mechanisms for handling complaints and settling disputes.
- Reporting and evaluation requirements.
- Activity planned to implement the internal regulations decree regulating compliance with relevant laws.

To support implementation of the training in practice, we printed a compilation of resource materials on public information at the request of the AGO. Our vendor initially printed the compilation with typos and information errors, but a corrected version, at the vendor's expense, will be ready for distribution in early 2012.

### **Sub-KRA 2.3.2 Public Engagement:** *Improved public engagement within the AGO*

Activities under this sub-KRA are scheduled to begin later in Year 2.

## **Component 2. Training, Workshops and Events Participation Summary**

Table 3 below provides a summary breakdown by gender, and prosecutor and non-prosecutor of participation in C4J activities during the reporting period:

**Table 3: Quarter 6 Total Participation by Position Title and Gender (N=number)**

Training/Workshop/Event Title	Prosecutor				Non-Prosecutor				Total	
	Male		Female		Male		Female			
	N	%	N	%	N	%	N	%	N	%
<b>Training:</b> Public Information Service in the AGO – Ambon, October 12-13	15	75 %	1	5%	4	20 %	0	0%	20	100%
<b>Training:</b> Public Information Service in the AGO – Kupang, October 26-27	30	71 %	0	0%	8	19 %	4	10 %	42	100%
<b>Seminar:</b> AGO Human Resources Bureau Leadership Forum - Session 3 - Winds of Change - Modern Human	7	33 %	0	0%	10	48 %	4	19 %	21	100%

Resources Functions and Competencies. Jakarta, October 12										
<b>Seminar:</b> AGO Human Resources Bureau Leadership Forum - Session 4 - The Role of Corporate Culture in Achieving Objectives According to Organization's Vision and Mission. Jakarta, October 26	4	27 %	0	0%	8	53 %	3	20 %	15	100%
<b>Seminar:</b> AGO Human Resources Bureau Leadership Forum - Session 5 - The Role of Competency Assessment in Employee and Organization's Development Jakarta, November 23	5	36 %	0	0%	5	36 %	4	29 %	14	100%
<b>Seminar:</b> AGO Human Resources Bureau Leadership Forum - Session 6 - Employee Promotion, Rotation and Transfer. Jakarta, December 7	3	30 %	0	0%	5	50 %	2	20 %	10	100%
<b>Seminar:</b> AGO Human Resources Bureau Leadership Forum - Session 7 - Improvement in the Indonesian AGO Employee System Jakarta, December 21	7	37 %	0	0%	7	37 %	5	26 %	19	100%
Total	71	50 %	1	1%	47	33 %	22	16 %	14 1	100%

The AGO Human Resources Bureau Leadership Forum is a set of ten sessions. Only when a participant takes part in at least seven sessions will the individual be counted as a training participant.

## INDICATORS

We will be submitting revisions to the C4J Performance Monitoring Plan (PMP) next quarter, following formal approval of the Year 2 Work Plan. Pending USAID approval, a revised indicator table will be included in the C4J Seventh Quarterly Report.

### Component 1

REQUIRED INDICATOR	PROGRESS Q6 OCTOBER – DECEMBER 2011	CUMULATIVE	C4J LIFE OF PROJECT TARGET
<b>Component 1: Sustaining and Broadening Reforms in the Supreme Court</b>			
1.1: Number of judges trained with U.S. government assistance.	<b>32 total</b> 20 male 10 female	<b>198* Total</b> <i>168 male</i> <i>30 female</i>	300**
<b>Continuing Judicial Education II (CJE) – Quality of Judgment</b>	<b>32 total</b> 20 male 10 female		
At least 15 judges have received training abroad.	<b>No activity</b>	<b>22 judges</b> <i>19 male</i> <i>3 female</i>	15
Number of judges/court staff have received in-country long-term training (e.g. Masters/LLM).	20***	20 <i>15 male</i> <i>5 female</i>	20
1.2: Number of non-judge court staff who received U.S. government training on:	<b>134 total</b> 88 male 46 female	<b>648# Total</b> <i>397 male</i> <i>251 female</i>	300**
<ul style="list-style-type: none"> <li>Special courts training workshops (administrative, anticorruption, juvenile and commercial).</li> </ul>	-	-	<i>tbd**</i>
<ul style="list-style-type: none"> <li>Budget advocacy and IT training for staff – in the form of Court Budget-Based Strategic planning and Budgeting Process</li> </ul>	<b>134 total</b> 88 male 46 female	<b>134 total</b> 88 male 46 female	<i>tbd**</i>
<ul style="list-style-type: none"> <li>Gender and anti-discrimination training for court personnel.</li> </ul>	-	-	<i>tbd**</i>
1.3. Percentage of targeted personnel satisfied with project trainings.	80%	82%	80%##

1.4: Number of new legal courses or curricula developed and adopted, in cooperation with the <i>Pusdiklat</i> .	No new Courses initiated	6###	10
1.5: Number of USG assisted courts with improved case management.	No new courts added	4 (ongoing)+	30++

## **Component 1. Indicator and Target Notes:**

\* There was a miscount in Q2 report of judges in the Singapore Study Tour which was supposed to be 11 instead of 10, bringing the total judges trained in Q3 to 130 judges (instead of 129). There is another miscount in Q4 report which does not yet include judges participating in the US Study Tour, bringing the total judges trained in Q4 to 166 (It should be noted that the Supreme Court funded the travel and per diem, and C4J provided the logistical support for the US Study Tour.). With 32 judges trained in Q6, the cumulative “judges trained” comes to 198.

\*\*Life of project targets distinguishing judge and non-judge staff are to be determined; the C4J contract states that a total of 300 judge and non-judge staff must be trained.

\*\*\* This figure is the current participants in the Master’s Degree Program in Judicial Practice, a three-semester scholarship program for judges of 6-15 years of experience. This target is expected to be formally achieved in December 2013 when the participants graduate.

#There is a miscount in Q4 report of non-judges trained in the IT Hardware for Case Tracking System (CTS) Support which was supposed to be 19 instead of 17, bringing the total non-judges trained in Q4 to 514 judges, instead of 512. With 134 non-judges trained in Q6, the cumulative non-judges trained totals 648.

##*For data through December 2011*, a cumulative total of 82 percent of court staff and judges participating in various trainings were satisfied with project trainings. Details on this methodology have been provided in previous quarterly reports.

###These courses include the case flow monitoring course, as developed under Component 3; the case tracking system course; a public information desk training course; and three CJE II courses currently under development.

+These courts are the District Courts in Samarinda, Palembang, Bandung and Surabaya.

++To be finalized, pending ongoing consultations on IT and case management needs of the court system.

## Component 2

REQUIRED INDICATOR	PROGRESS Q6 OCTOBER – DECEMBER 2011	CUMULATIVE	C4J LIFE OF PROJECT TARGET
2.1: Adoption of merit-based criteria or procedures for selection and promotion of AGO personnel through USG assistance.	-	Tbd	Tbd
2.2: Number of AGO personnel that received USG training on:	<b>62 Total*</b> <i>57 Male</i> <i>5 Female</i>	<b>143 Total</b> <i>136 Male</i> <i>7 Female</i>	200
Public Information Service in the AGO – Ambon, October 12-13	<b>20 Total</b> <i>19 Male</i> <i>1 Female</i>		
Public Information Service in the AGO – Kupang, October 26-27	<b>42 total</b> <i>38 Male</i> <i>4 Female</i>		
<ul style="list-style-type: none"> <li><i>Ethical practices and Professional Standards policy.</i></li> </ul>	-	<i>Tbd</i>	
<ul style="list-style-type: none"> <li><i>Evidence safekeeping.</i></li> </ul>	-	<i>Tbd</i>	
<ul style="list-style-type: none"> <li><i>Use of IT equipment.</i></li> </ul>	-	<i>Tbd</i>	
<i>AGO Human Resources Bureau Leadership Forum*</i>	-	-	
At least 10 prosecutors have benefited from fellowships for training abroad.	-	Tbd	10
At least 20 prosecutors/POs staff have received in country long term training (e.g. Master's/L.L.M. degree).	-	Tbd	20
At least 25 new trained trainers in the AGO.	-	<i>Tbd</i>	25
2.3: Percentage of targeted personnel satisfied with project trainings.	90%	89%	Tbd**
2.4: Number of new legal courses or curricula developed and adopted in cooperation with the <i>Pusdiklat</i> with USG Assistance	-	Tbd	10

## **Component 2 Indicator and Target Notes:**

\*This figure does not yet include participants in the AGO Human Resources Bureau Leadership Forum, a ten session seminar that started in Quarter 5. A total of 31 participants (24 men and 7 women) attended one or more of the seven sessions conducted up to Quarter 6. We will count as “trained” those participants who attend a minimum seven of the ten sessions. Participants of the seminar forum will be reported as training participants in Quarter 7.

**\*\*For data through December 2011,** 90% AGO staff participating in the Public Information Service Training in the AGO in Ambon and Kupang were satisfied with the training, bringing the cumulative AGO personnel satisfied with the training up to Quarter 6 to 89%. Details on this methodology have been provided in previous quarterly reports.



## **ANNEX A: ADVISOR TRIP REPORTS AND DELIVERABLES SUBMITTED TO USAID**

The following trip reports and deliverables from international consultants were submitted to USAID this quarter, and if approved, submitted to the USAID Development Experience Clearinghouse (DEC). Most of the reports are being translated into Indonesian to be shared with project counterparts.

### **Component 1. Supreme Court**

Maureen Berry's report "Improving Financial Management at the Indonesia Supreme Court, February 2011" was uploaded to the USAID Development Experience Clearinghouse, as it was accepted by the Supreme Court.

Retired Justice Joseph Nadeau's trip report for June, 2011 continues to be edited.

Cate Sumner's two reports, "Report on Delivery of the First Training Program on Implementing the Indonesian Supreme Court's SEMA 10 of 2010 and materials" and "Strategy for Implementation of SEMA 10 of 2010 by the General Courts of Indonesia" were approved by USAID and submitted to the USAID Development Experience Clearinghouse.

James Moliterno's trip report was accepted by USAID and uploaded to the USAID Development Experience Clearinghouse.

Judge Evelyn Lance's trip report was accepted by USAID but will not be uploaded to the USAID Development Experience Clearinghouse.

Stewart Fenwick's Trip report is currently under review.

### **Component 2. AGO**

Myra Shiplett's three reports: "International Change Management Practices"; "Human Resource Change Management"; and Trip Report September-October 2011" were approved by USAID and uploaded to the USAID Development Experience Clearinghouse.

Markus Zimmer's report "The AGO SIMKARI Project Context-Based Assessment and Recommendations has been approved by USAID, but not yet uploaded to the USAID Development Experience Clearinghouse because it has not yet been presented to the Attorney General. His "Business Process Reengineering Paper" is currently under review.

## ANNEX B: LOCAL SUBCONTRACTOR DELIVERABLES ACCEPTED BY C4J

The following deliverables from Indonesian subcontractors were accepted by C4J. All deliverables are available for review. Relevant deliverables have been shared with USAID and project counterparts.

### Component 1

Sub-Key Result Area	Subcontractor	Deliverables Name	Date of Acceptance
1.1.3	<b>Muhammad Asmuni</b> (Fixed Price Services Agreement for Court Automation Readiness Survey)	2nd Progress Report. The report should cover the updated status of the research activities.	October 20, 2011
		Final report. The report should cover the updated status of the research activities.	November 15, 2011
1.1.3	<b>Elda Mona Safitri</b> (Fixed Price Services Agreement for Court Automation Readiness Survey)	2nd Progress Report. The report should cover the updated status of the research activities.	October 20, 2011
		Final report. The report should cover the updated status of the research activities.	November 15, 2011
1.1.3	<b>Muhammad Faiz Azis</b> (Fixed Price Services Agreement for Court Automation Readiness Survey)	Assesment report on the court automation readiness survey..	December 15, 2011
		Analysis with findings and recommendations, in reference to the strategic and action plan on Supreme Court Blue Print of 2010-2035, for the automation of case administration.	
		All raw data and information, compilation and consolidation data, and master soft copy and hard copy of data.	
1.1.3	<b>Siti Maryam Rodja, SH</b> (Fixed Price Services Agreement for Court Automation Readiness Survey)	Assesment report on the court automation readiness survey.	December 15, 2011
		Analysis with findings and recommendations, in reference to the strategic and action plan on Supreme Court Blue Print of 2010-2035, for the automation of case administration.	
		All raw data and information, compilation and consolidation data, and master soft copy and hard copy of data.	

1.2.2	<b>University of Indonesia - Faculty of Law</b> (Fixed Price Services Contract for Master's Degree Program)	A statement certifying that all participating student have completed the coursework "Semester 1" and are sitting for final exams	December 23, 2011
1.3.2	<b>Ari Syarif</b> (Fixed Price Services Agreement for Film Producer - Video Documentary Development)	Approved Script	December 05, 2011
		Recording/Filming	December 12, 2011
		Editing/Post Production	December 22, 2011

## Component 2

Sub-Key Result Area	Subcontractor	Deliverables Name	Date of Acceptance
2.1.1	<b>PT. Hay Group</b> (Fixed Price Services Agreement for Development of Assessment Competency for Echelon II Positions in the Attorney General's Office (AGO) Headquarters)	Final report on the desk analysis.	October 31, 2011
		Draft competency profile content and methodology design and approach for Echelon II positions in AGO Headquarters.	
		Final approved competency profile content and methodology detailed design and approaches based upon the desk analysis for Echelon II positions in AGO Headquarters.	
		Final detailed implementation plans to develop the competency profile.	December 06, 2011
		Draft and final reports of information and data analysis summaries and individual sheets from competency profiles for Echelon II positions in AGO Headquarters.	
		Draft and final of competency profiles.	
		Draft and final reports of competence profile processes.	December 15, 2011
2.1.2	<b>PPM Manajemen</b> (Fixed Price Services Agreement for Individual Assessment for Echelon III Officials in the Attorney General's Office (AGO) Headquarters)	Final competency model	December 09, 2011
		List and description of instruments that will be used in the Echelon III individual competency assessments	

		Draft Results of the Echelon III individual competency assessments (individual reports), job/person match recommendations, suggestions for individual development	December 12, 2011
		Draft of result presentation to the AGO human resources leadership	December 12, 2011
		Final report and oral presentation on the individual assessment results	December 27, 2011 (Bahasa version)
		Written feedback to each of the assessed employees on their individual reports	English version TBD

### Components 1 and 2

Sub-Key Result Area	Subcontractor	Deliverables Name	Date of Acceptance
1.3.2 + 2.3.2	<b>PT. Mediabanc Jakarta</b> (Fixed Price Services Contract for Media Tracking and Reporting on Justice Sector Developments)	Monthly Report of Media Reporting (beginning of the month) - September 2011	October 19, 2011
		Weekly Media Reporting (every Monday) - October 2011	October 19, 2011
		Monthly Report of Media Reporting (beginning of the month) - October 2011	November 15, 2011
		Weekly Media Reporting (every Monday) - November 2011	November 15, 2011
		Monthly Report of Media Reporting (beginning of the month) - November 2011	January 04, 2012
		Weekly Media Reporting (every Monday) - December 2011	January 04, 2012
		Monthly Report of Media Reporting (beginning of the month) - December 2011	TBD

## **ANNEX D: MAJOR CHALLENGES AND OBSTACLES TO ACTIVITY IMPLEMENTATION**

### **Component 1.**

#### **Competent Supreme Court Support Personnel Able to Work Effectively work on Cases**

Assistance to developing training courses for non-judicial court staff on judicial processes (e.g., acting registrars, junior registrars, bailiffs, etc.) has been postponed pending implementation of other priority reforms, primarily due to the need to develop courses for judges first. These courses are expected to be modified appropriately for the non-judge staff in Year 3.

We continue to assess caseflow management practices and IT capacities in all Indonesian courts in hopes of helping frame discussions around what are the real case management problems and appropriate solutions for Indonesia. Following completion of the CARS survey, the Case Information Management Summit next quarter will review the automated systems being used in Indonesia and approaches taken in other countries. We hope these activities will encourage the Supreme Court leadership to identify a sustainable approach to automation that is affordable, sustainable, and that fosters standardization of case management processes. This effort will include a discussion on how to manage the situation where some courts are utilizing automated solutions while others not yet ready for automation are continuing to maintain burdensome manual information recording and reporting systems. This discussion will identify strategies for effectively transitioning from paper to automation, and for reducing requirements for manually processing information.

#### **Public Relations/Media Strategy Development and Implementation**

As reported last quarter, we continue to work on development of a Public Relations SOP and the delivery of training for Supreme Court staff within the Legal and Public Information Bureau on basic public relations skills and essential reforms. These efforts will be followed by training on media awareness and public communication principles for judges and court staff. The change in Leadership at *Humas* continued to pose a challenge. Once the new head is appointed, C4J will assess the potential for increasing understanding of the relative importance of public relations to enhance public understanding of court reform efforts, and improved court services to the public.